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~~xxxxxxxxxxxxxxxxxxxxxxxx~~ ...suppose Pete, here, goes and talks to four or five other men. There are various practical things they might talk about. ... Like a car pool, for example. The five of them might decide to go together to work instead of in five separate cars. ... ~~They might also figure out how they might work together in a crew...the way so many of the Filipino asparagus workers do.~~ ...There are a whole variety of ways -- of immediate practical steps they might take to improve the (work) situation right now.

But to take these steps in building up the union, they...need to know each other. ...Pete...knows Enrique, Jose...Pat and Mike. ...(Then) the original group could sort of see how they could not only keep their group together, but spread their ideas around.

...Pete has hanging around him five fellows. And then Jose does the same thing... has around him four, five, or six fellows. And they're talking about this thing. And Enrique does the same thing--there are four or five. And the same way with Frank... So, pretty soon, you have...the first beginnings of a union, with a lot of little groups. Each one with a person who is recognized by the others: "He speaks for us. He knows what we think." Pete knows what these other five fellows think is right. Jose knows what this group thinks. Enrique knows what this group thinks.

Now, this is something the workers can do. They don't have to wait for any outside experts to come in. They can get themselves together in small groups, real groups that talk about their problems, understand their problems, are interested, are willing to stick together. Willing to ...say "All right now, we've talked about this thing, this is what we believe." So that Pete can say, to anybody else, "I know that...five guys are behind me on this." And the same way with Jose and...Enrique.

Now, let's bring this up a little bit... ...here comes Pete; here are his five fellows. Here's Jose; here are his five fellows. Here's Enrique; here's his five fellows. ...Now let's say we had...20 fellows, 20 of them. And each one of them

representing five, six. (Let's call them A,B,C,D,E,F,G. I've run out of names...

All right, now... Suppose B,G,E,F, and J sort of get together and they start meeting. B,G,E,F, and J, they decide among them that E knows what (they) think about. And so since E knows what B,G,F, and J think about, he also knows what all these fellows around them think about. ... Now, the same way, you might have L speaking for O,P,R, and T... You have E and you have L who know what all of these (other) fellows think about.

Now suppose E and L, together with somebody else...all go over a plan...and agree on something. Say they agree they're going to ask for \$1.10 an hour, or something like that. If they don't get it, they're going to have a meeting. E knows that he can tell B, G, F, and J, and that they will tell their fellows. And when they have their meeting, then all these fellows -- at least a good number of them --will show up, because each one of these guys are tied around these guys, you see? ...

The idea I'm trying to get at is this: when you've got a lot of people -- say, those here in this room. Suppose we wanted to decide upon something we wanted to do. ...if we have 50 fellows who haven't known each other before, you can't all stand up and talk, and say "This is what I want." ... You can't all make a decision. If you all want to make a decision, you're not going to make any decision. So what do you do? You group together in little groups beforehand. ... You have a council of, say, 10 fellows. ... Each has the confidence of five fellows who have the confidence of five fellows, who maybe have the confidence of five fellows. So each one...on the council can say, "I have a constituency. I have behind me--to back me up in my opinions -- 50 fellows. ... I know them, I know their names. ...not only do I have fellows behind me, but now I have responsibilities to these fellows. These 50 fellows ...are depending on me. ...if I let them down, there are their faces. They're not just a big mass of...people. There's Jose and Enrique and Mike and so forth right down the line. There are 50 ~~xxx~~...people that he knows personally and that know

him...but who alsomight say, "Look, you let us down." So this fellow...has to have the confidence (of) these 50 fellows.

Now, if you had 10 fellows each representing 50, you have a body that really represents 500 people. ~~(...What I am trying to suggest is this: at this point, when you are wanting to build a union..., to start getting the unity, you need to start getting together in small groups.~~ ... In this way, you can get some unified action. Not just a lot of different people with a lot of different ideas ~~just~~ wanting something and whining, "Why doesn't somebody give us something?" You are people willing to put yourselves together in order to get what you want -- an agri ultural workers' union. * * * *

What I am suggesting is like little raindrops in the cloud or the little mist that picks up other littlemists and becomes a big raindrop as it falls down to the earth.

Note he doesn't use any high-flown Theories or rhetoric, such as "union democracy." He's defining a proper organization -- like a healthy organism of interconnected, mutually functioning parts, as opposed to vending machine unionism, one-man rule, etc., which wouldn't work in peculiar setting of ag.